

REPUBLIC OF COTE D'IVOIRE

Union – Discipline – Travail

MINISTRY OF PLANNING AND DEVELOPMENT

NATIONAL SCHOOL OF STATISTICS AND APPLIED ECONOMICS



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IMPLEMENTATION PLAN

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A- ACE Action Plan to achieve Excellence in Teaching/Learning

The National School of Statistics and Applied Economics of Abidjan (ENSEA) is a public institution of higher education which vocation is to train statisticians for African countries and Haiti.

Since its creation, ENSEA has trained more than 3,000 students from over 20 African countries. Through training, ENSEA has become a hub of African integration in which future executives from the African continent mix their cultures and exchange experiences, thus facilitating efforts to harmonize statistical practice.

During their schooling, ENSEA students receive a solid and diversified training that enables them to carry out effectively the tasks pertaining to the design, production, analysis and dissemination of statistical, economic and demographic information in public, semi-public and private services. The quality of training enabled the school to broaden its scope of recruitment to include non-French-speaking countries, notably South Africa and Liberia.

In fact, maintaining the quality of training is the main concern of ENSEA. The positions of responsibility held by graduates as well as the good image that the institution enjoys with national and international partners urge us to persevere in this direction. The quality of the training that has been awarded the WAEMU "Regional Centre of Excellence" label must be preserved at all costs, through the building of teachers' capacities and the consolidation of teaching infrastructures.

Faced with the human resources shortfalls noted in the National Statistical Systems (NSS), it is paramount to bring innovation to the current training system. The challenge is to be able to meet the human resources needs of employers in qualitative and quantitative terms while maintaining the strengths of the current training.

More specifically, this will involve:

- **Strengthening existing training programmes and creating new ones in response to the needs of the National Statistical Systems (NSS), companies and administration of the sub-region.**
- **Building the capacities of the Teaching Faculty of ENSEA**
- **Strengthening the use of ICTs in the Centre of Excellence**
- **Facilitating graduates professional integration**
- **Revitalising continuing education**
- **Conducting the certification accreditation process**

A1- Strengthening existing training programmes and creating new ones in response to the needs of the National Statistical Systems (NSS), companies and administration of the sub-region

The main goal is to bring a pedagogical renovation to the African Schools of Statistics (ASS) by adapting the offer of the initial and continuing training of the Master level to the needs of companies and administration of the sub-region.

Two consultants are recruited, by call of applications to support the ASS in this reform. The first one should have a perfect knowledge of the African NSS, notably the needs in human resources. The second one should be an expert in pedagogical engineering, have a perfect knowledge of international standards governing the training of masters. He or she will also need to have extensive experience in implementing short-term face-to-face or online programs. They will be recruited for a period of 30 days.

A kick-off workshop will be held at the beginning of their mission. It aims to bring together the main employers and users of statisticians, professional organisations in the field and directors of studies. Facilitated by the consultants, it will have to specify the current needs for skills expressed and outline solutions in terms of profiles to be trained. It is expected that there will be about 15 external participants, including two Directors of Studies from ISSEA and two from ENSAE.

Following the workshop, the consultants, in conjunction with the directors of studies, will have to propose an update of the current training programs and, above all, define new short and long term programs. For each programme, the duration and type of training, syllabuses of the different courses, admission and evaluation conditions and teacher profiles will have to be defined. The expected competencies, an analysis of the target groups and an overview of the possibilities for professional integration will also be provided.

A validation workshop will take place at the end of the mission. It will bring together the main employers and users of statisticians, professional organisations in the field and directors of studies. This will involve, on the one hand, examining the consultants' proposals, amending and approving them and, on the other hand, making suggestions as to the conditions of implementation. The Directors of Studies will proceed to the effective implementation of the workshop's resolutions. It is expected that there will be about 15 external participants, including two Directors of Studies from ISSEA and two from ENSAE.

An evaluation workshop will be held during the third year of implementation. It will allow the necessary reorientations to be made. It will bring together the main employers and users of statisticians, professional organisations in the field and directors of studies.

Once the training programs have been set up, the recruitment of students will be done across Africa, through the National Institute of Statistics (NIS), as in the case of the Statistical Work Engineer (SWE) and Engineers Statisticians Economists (ESE) entry exams. Costs are foreseen for the delivery of subjects of the examinations and copies by express mail.

Missions will be scheduled to the most interested countries to explain the new training offer and to prepare the organization of the entry exams and study the funding opportunity for the winners.

A2- Building the capacities of the teaching faculty

This action will be summed up in training activities for trainers.

Training seminars on new topics will be organised at ENSEA. On the basis of a seminar program approved by the Steering Committee, the Technical Committee will draw up the Terms of Reference for each seminar as well as the profile of the facilitators.

The facilitators of these seminars will be African experts in these fields. The selection of the facilitators will be made either by co-optation or by call for applications.

Training seminars will be held over one week. Some teachers from other ASS could be invited. The seminar's lessons will be integrated into the ASS courses under the supervision of the Directors of Studies.

It is planned to organise one seminar in 2016, three seminars in 2017, three seminars in 2018 and two seminars in 2019. In 2017 and 2018, one ENSAE teacher as well as one ISSEA teacher will be invited to participate in one of the seminars.

A3- Strengthening the use of ICTs in the Centre of Excellence

Many actions will be carried out in this context. This will involve:

- 1- The acquisition over two years of computer equipment (computers, servers, network hardware, statistical software, scanners, other software).
- 2- The Purchase of didactic and digital materials in 2016 and 2017.
- 3- The provision of 10MB/s internet connection for the ACE. A call for tenders will be issued for this purpose.
- 4- The Electronic archiving of documents and surveys in 2017. A firm will be recruited by call for tenders for the online publication of documents.
- 5- The renovation of the website. A firm will be recruited by call for tenders for this fundamental action for the ACE's visibility. This action will be carried out after the recruitment of the Communications Officer. Workshops to approve the model proposed by the firm will be organized. A training workshop pertaining to the website animation is planned, and will include the main stakeholders.

A4- Facilitating graduates' professional integration

Many actions will be carried out in this context. This will involve:

- 1- The creation of communication supports. A company will be recruited by call for tenders to prepare, in accordance with the chosen communication policy, all communication materials (flyers, kakemonos, advertising inserts, etc.) intended to promote new training offers and research activities.

2- Participation in trade fairs in Côte d'Ivoire and in targeted countries will be necessary for the dissemination of training programmes, particularly of short duration. Advertising actions (posters, flyers, etc.) will be carried out around the new training programmes in order to inform potential candidates and employers. ACE presentation missions will be carried out in high schools of excellence and Ivorian universities.

3. A survey on the future of graduates will be organised each year and entrusted to the students' association. Each year this ICT-oriented study will contact graduates of the last five promotion classes to analyse the external performance of the institution.

4. A firm will be recruited in 2018 to provide a computerised system for monitoring graduates and analysing their integration into the workforce. The 2018-2019 academic year will serve as a test period for this system.

A5- Revitalising continuing education

The human resources shortfall observed in the statistical services of the NSS can only be addressed with a strong offer of staff development. It is important to use distance training methods in addition to traditional means in order to train more agents and remove the possible obstacles that may arise regarding ASS' reception capacities.

However, given the scarcity of resources observed, capacity building of communication and marketing services will have to be carried out in order to mobilize technical and financial partners on this issue. It will also be necessary to be part of the emerging initiatives to anticipate the quality of resources that will be required. Training of trainers and research activities are also part of actual requirements.

More specifically, this will involve:

- *Developing Distance Training Modules (DT)*

Distance training enables the diversification of the continuing education offers. The actions planned to support the development of distance training in the ACE are as follows:

1-The Principles and rules of Distance Training will be defined during the meeting of Directors of Studies.

2-The development of a "DT" platform by a consultant recruited by call of tenders. The works of the latter will be approved during a workshop in collaboration with local experts of the DT. Then, it is also planned to train ENSEA teachers on the relevant developed and validated tool.

3. A computer scientist will be recruited by call of tenders for the maintenance of the platform and the supervision of teachers.

- ***Deploying the offer of distance continuing education***

A test experiment will take place in 2018 to approve both the platform and the framework used. The first tests will be conducted by AFRISTAT and will concern Côte d' Ivoire, Mali, Niger and Burkina Faso. Advertising actions are planned to support the launch of DT's offers.

- ***Strengthening the offer of face-to-face continuing education***

In parallel with the development of DT, a revitalization of in-class and face-to-face continuing education will be carried out. On the basis of the identified needs, new programmes will be proposed. A test experiment will be conducted in 2018 to approve the new approach. Advertising actions are planned to support the launch of new offers.

Contacts will be made with the CPFS to present the new continuing education catalogue.

A6- Conducting the certification accreditation process

The main stages for certification accreditation are as follows:

- Self-evaluation in 2016: Self-evaluation of the Engineering Training Programmes (Statistical Work Engineer (SWE) and Engineers Statisticians Economists (ESE)).
Process conducted for HCERES authorisation.
- National process in 2017: Obtaining accreditation for the Engineering Training Programmes (Statistical Work Engineer (SWE) and Engineers Statisticians Economists (ESE)) from the Ministry of Higher Education; within the framework of a process set up by the General Management of Quality (process to be defined)
- Quality certification in 2018: Obtaining ISO9001 2015 version certification. A quality consultant will be recruited by call of tenders to support the ACE in its approach. A quality certification agency will be asked for the evaluation. It will work with a Quality Committee to be set up.
- International process in 2017 and 2018: Obtaining accreditation for the Engineering Training Programmes (Statistical Work Engineer (SWE) and Engineers Statisticians Economists (ESE)) by the Engineering Title Conferment Commission (CTI) – France. Obtaining accreditation for the Engineering Training Programmes (SWE - ESE) by accreditation agencies in African English-speaking countries.
- Self-evaluation in 2019: Self-evaluation of the New Masters.
Process conducted for HCERES authorisation.
- National process in 2019: Obtaining accreditation of the New Masters from the Ministry of Higher Education. Within the framework of a process set up by the General Management of Quality (process to be defined)

The Director of Studies will be responsible for the self-evaluation and accreditation processes of the training programmes. This latter activity will be carried out jointly with the other ASS.

B-ACE Action Plan to achieve excellence in Research

State of play

The ENSEA training is being rounded off by an introduction to research, through academic surveys combining field collection activities, computer exploitation and data analysis. The main stakeholders are students and teacher-researchers.

In the current situation, ENSEA has two research units with the aim of carrying out high-level studies and research work, in particular in collaboration with national and foreign research centres and institutes sharing the same objectives and working on the same topics.

An agreement between the National Institute of Statistics (INS) of Côte d'Ivoire and ENSEA ensures the availability of micro-data. In addition, the databases available at AFRISTAT are open access for ENSEA researchers.

The outreach of research activities should be achieved through scientific publication and wide dissemination of research results. However, very few scientific papers are produced despite the large number of studies carried out.

Action Plan

The objective of the action plan is to create the conditions for establishing at ENSEA a gold standard research centre for statistics and applied economics in order to respond to the methodological challenges NSS' stakeholders are confronted with, and to support decision-making. More specifically, this will involve:

- Creating a doctoral school,
- Building the capacities of ASS researchers,
- Promoting research results,
- Entrenching research in a network of professional and academic partners.

In the context of revitalizing research activities, four topics were selected:

Focus 1: Quantitative Economy

Focus 2: Statistics and Social Sciences

Focus 3: Statistics and Public Health

Focus 4: Statistical Methodologies

Grade A professors with proven experience in applied statistical research are assigned as responsible for each thematic team (see Box 1) and will be in charge for coordinating activities under the supervision of the Scientific Council. An assignment of researchers according to these different areas of focus is presented in Figure 2.

Each thematic team will have a budget for scientific animation. It will be able to welcome a visiting researcher for a research stay of three (3) months per year. In addition, each research team will host at least five (5) doctoral students per year, one of whom will be recruited as assistant to help answering calls for projects and carry out studies.

The aim of the research is to produce at least one working document that can be published per researcher and a collective work representing the fruit of collaborative research on a topic of interest at national or regional level. Pre-publications in the ENSEA electronic journal and on the arxiv.org website will ensure the dissemination of the work.

The doctoral programme of the Doctoral School offers a variety of career opportunities depending on the interest of each doctoral researcher. The following are some of the professional outlets:

National Institute of Statistics (INS) - Ministry in charge of the plan - Ministry in charge of the economy - International institutions (ILO, World Bank, IMF, ADB, UNDP, UNFPA, UNAIDS, WHO, etc.) - Regional institutions (WAEMU, ECOWAS, EBIDC, BOAD, etc.) - Universities - Research centres

Box 1: Presentation of thematic focuses

FOCUS 1: QUANTITATIVE ECONOMY

Objectives: To produce research works in the field of theoretical and applied macroeconomics to inform the decisions of public administration, the private sector, civil society and international organizations.

Head: Loesse J. ESSO (ENSEA)

Last year of publication of the team: 2016

Team members:

Désiré KANGA (ENSEA)	Toyidi BELLO (ENSEA)
Hugues KOUADIO (ENSEA)	Nahoua SORO (ENSEA)
Charles FE Doukouré (ENSEA)	Mayoro Diop (ENSAE)
NGHOGUE Voufo Erith (ISSEA)	Thierry MAMADOU ASNGAR (ISSEA)
NGWA EDIELLE Jackson (ISSEA)	OPOUMBA Marcel (ISSEA)
Ignace KAMGA TCHWAKET (ISSEA)	

The group leader regularly publishes works in the field of applied macro-econometrics. The materials of his publications are for the most part journals referenced in the SCOPUS database. His last publication was in 2014. However, available work in the form of working papers is currently being revised for publication in scientific journals.

Minimum number of doctoral students: 3

Economic systems are undergoing changes due to economic, financial, political, environmental, etc. shocks, both of an endogenous or exogenous type. These changes can be structural or transient. Thus, the analysis of such effects requires the use of increasingly complex models and data processing techniques.

The core of this research program is essentially the description of economic phenomena and analysis using statistical and econometric models and methods. These tools are assessed through a large number of statistical data. Through the development and refinement of statistical techniques, research will have to highlight the causes of economic fluctuations in developing countries and the policies to be implemented to limit the perverse effects of such changes.

Specifically, the different issues of Sub-Saharan African countries constitute a source of theoretical and methodological innovations. Thus, both theoretical and empirical approaches will be favoured. The main themes of this focus are as follows:

Macroeconomics - Macro-econometrics - Fluctuation analysis - Macroeconomic modelling - Growth - Innovation - Economic policy - International trade - Integration - Financing for development - Governance and the role of the State - Structural transformation - Green economy - Energy policy - Labour economy - Monetary economy and International finance –

Examples of research topics for 2016-2017:

- Sources of economic growth: factors of failure and success of growth models in ECOWAS countries
- Development financing mechanisms

FOCUS 2: STATISTICS AND SOCIAL SCIENCE

Objectives: To carry out work mainly in the field of social statistics to inform public policies for human development.

Head: Yaya KEHO (ENSEA)

Last year of publication of the team: 2016

Members of the Team:

Rosine MOSSO (ENSEA)	Raïmi FASSASSI (ENSEA)
Darès KOUAME (ENSEA)	Jean-Arnaud KOUAKOU (ENSEA)
KOUAM Félix (ISSEA)	DANSOKHO Mady (ENSSAE)
Jeannot NGBANZA (ISSEA)	

Minimum number of doctoral students: 3

Micro-econometrics - Household behaviour - Business performance - Demography - Human development - Social protection - Social protection - Middle classes - Demographic dividend - Agricultural economy - Social security policy - Child labour - Youth employment policies - Gender - Women's empowerment - Poverty analysis - Entrepreneurship - Sustainable Development Objectives (SDO)

Examples of research topics for 2016-2017:

- Youth employment policy
- Poverty in rural areas

FOCUS 3: STATISTICS AND PUBLIC HEALTH

Objectives: Producing research in the field of Public Health enabling the support of public action.

Head: Dr Philippe Msellati (IRD)

Last year of publication of the team: 2015

Members of the Team:

Richard MOUSSA (ENSEA)

Lazare SIKI (ENSEA)

Elise KACOU (ENSEA)

Mamadou CISSE (ENSAE)

TIKOUOKA Jean Robert (ISSEA)

GUI-DIBY Michel (ISSEA)

Minimum number of doctoral students: 3

Bio-statistics - Reproductive health, HIV-AIDS, Influence of Ebola virus disease, Health policies - Infectious diseases - Health risk insurance mechanisms - Financing of health expenditures - Role of research-development and innovation - Estimation of health unit costs

Examples of research topics for 2016-2017:

- Infectious diseases prevention mechanism
- Deciding factors of Health risky behaviours

FOCUS 4: STATISTICAL METHODOLOGIES

Objectives: To carry out work in order to provide answers to the methodological problems encountered by National Statistical Institutes in Sub-Saharan Africa.

Head: Armel YODE (UFHB)

Last year of publication of the team: 2015

Members of the Team:

Nathaniel GBENRO (ENSEA)

Jean-Marc KOUADJO (ENSEA)

Blaise TIOTSOP (ENSEA)

Fofana SOULEYMANE (ENSAE)

Ankouvi NAYO (ENSEA)

NGAH NGAH Symplice (ISSEA)

Souleymane DIAKITE (ENSAE)

ABANDA Ambroise (ISSEA)

ONDO Jean Cléophas (ISSEA)

Minimum number of doctoral students: 3

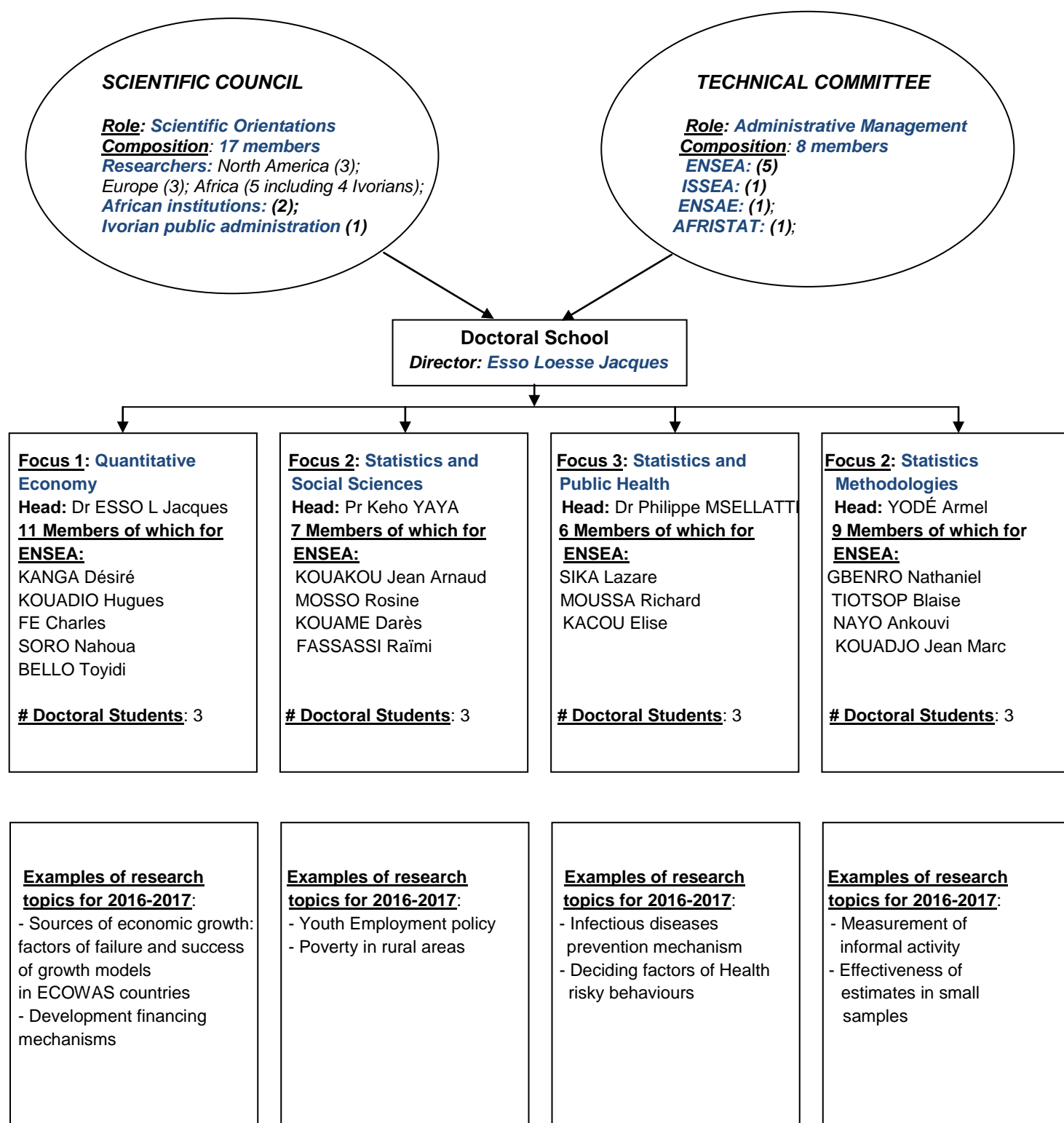
Topics: Survey techniques - Data collection methods - Accuracy of estimators - Effectiveness of small sample estimates - Re-sampling - Bootstrap - Statistical prediction

Examples of research topics for 2016-2017:

- Measurement of Informal Activity
- Effectiveness of estimates in small samples

**Awaiting confirmation*

Figure 1: Flowchart of the Doctoral School



B1- Creating a doctoral school

For each topic, a kick-off workshop will be organized in the first quarter of 2015. The objectives of these workshops are as follows:

- a. Contact between researchers
- b. Definition of strategic objectives for each topic
- c. Definition of the research areas in each topic
- d. Definition of an annual programme of activities
- e. Identification of partnerships
- f. Establishment of committees to work on Curricula, internal regulations and thesis charter, regulatory framework, roles and competencies to prepare for the end-of-year colloquium.
- g. Definition of criteria for collaboration
- h. Proposal of representative members of the topic within the Scientific Committee
- i. Operation of local research teams

2- Within the ASS, each local team will have to organise regular seminars involving, in addition to researchers, doctoral students, the best students of Master's level and professionals. Local teams will be tasked with introducing students to research activities by assisting them in the publication of their work. Each topic will be supported in the development of a consensus research note to draw the attention of decision makers to important issues. This initiative should make the ACE's research work more visible.

3-Thematic leaders will be able to carry out missions to supervise the work of local teams and committees. They will also be in charge of missions for the development of partnerships.

4. Members of the Scientific Committee will be appointed by the ENSEA Management Board, on the proposal of the Director of ENSEA, after consulting the research teams. They will be chosen for their scientific expertise and their capacity to bring ENSEA into certain professional or research networks. The Committee should facilitate the implementation of capacity building actions necessary to the accreditation and approval of the ACE certificates. In fact, the Scientific Committee will ensure the scientific quality of the research teams' productions.

5. PhD training is primarily addressed to holders of the Certificate of Engineer Statistician Economist (ESE) and to persons holding a Master's degree in Economics, Statistics, Mathematics, Finance, Actuarial Science, Demography or an equivalent degree. The Master's degree ensures that candidates have the ability to undertake research. However, applicants must have knowledge of statistical and quantitative techniques.

6- Applications are examined by a Thesis Committee which makes recommendations to the Scientific Committee of the Doctoral School. The final decision is signed by the Director of ENSEA on the proposal of the Scientific Committee of the Doctoral School. Admissions are notified by the Secretariat of the Doctoral School by e-mail. The application package must include:

- A duly completed application form;
- A thesis project in PDF or WORD format (5,000 words maximum)
- A two (2) pages synopsis of the thesis project in PDF or WORD format;
- A recent Curriculum Vitae;
- A copy of the recent obtained certificate;
- A citizenship certificate;
- Two signed recommendation letters.

7- Associate teacher-researchers will be recruited after consulting the Scientific Council to meet the needs for supervisory staff in certain areas.

8. The main working languages of the Doctoral School are English and French. However, in order to facilitate the publication of the work in peer-reviewed scientific journals, it is recommended that research papers be written in English (British or US). A translator will help to revise the form of the materials proposed by the researchers.

B2. Building the capacities of ASS researchers

1- Support will be provided to the ACE researchers to help them publish their works in selected online journals.

2- Scholarships will be offered to ASS professors who wish to benefit from a doctoral stay as part of their thesis work.

3- The participation of the ACE researchers in scientific meetings (colloquiums, seminars, regional and international workshops) may be funded.

4. The Scientific Council will decide on the requests made to it.

5. Workshops and thematic seminars on capacity building for researchers will be organized annually.

B3. Promoting research activities

1- A bilingual translator will be recruited by call for applications. He will be responsible for editing and publishing working documents in English, translating the website and translating partnership agreements.

2. Subscribing to online resources (databases and scientific journals) will be a considerable asset made available for researchers and students to improve their scientific productions. As

part of the modernisation of the documentation centre, a centralised thesis file will be created and accessible.

3- Furthermore, ENSEA researchers will have to carry out research work leading to the publication of articles in scientific journals referenced in the SCOPUS database. Thus, a monthly seminar presenting the work is held on the third Thursday of the month.

4. The doctoral training lasts four years. The first year of the training is mainly organised in the form of basic courses. The defences must be presented publicly to a jury composed of A-ranked professors, at the latest, after four years.

5. Doctoral students will benefit from coaching training (methodology, article writing, thesis writing, communication, etc.) conducted by highly qualified teachers and will participate in thematic and disciplinary seminars.

6. The best doctoral students will be able to benefit from doctoral stays within the framework of mobility with partner institutions.

7. The participation of doctoral students in scientific meetings (colloquiums, seminars, regional and international workshops) may be financed.

8. Research and thesis projects of doctoral students will be evaluated by the Scientific Council. Thesis committees will be organized to evaluate their work and pre-defence.

9. Doctorial colloquium will be organised every year to enable them to present their work, the best of which will be supported until publication in scientific materials.

10. An international opening will be made through promoting international joint theses with the establishment of international academic partnerships.

11. Each year, a colloquium will be held at the end of the year, in November. Its purpose is to provide the doctoral school with more visibility, to present the work of the researchers, to host meetings of the Scientific Council, to take stock of the activities of the research teams and Committees and to draw up the work programme for the following year. These colloquiums will be attended by academic partners and will be open to professional circles. Prizes will be awarded to the best researchers. The first colloquium will be held in November 2016 and will officially launch the process of the creation of the doctoral school.

12. As part of the research activities carried out with Master Students, working groups have been set up since October 2015. The aim of these activities is to produce a research paper that can be published in peer-reviewed journals at the end of June. In order to ensure the quality of the work carried out, two monthly seminars are organised on the first Tuesday and Thursday of each month.

13. Actions will be carried out to train teacher-researchers and help them respond to international calls for projects in the area of research and tenders at national and international level in the fields of training, advice and studies.

B4. Entrenching research in a network of professional and academic partners

The ACE missions will visit the various faculties of Mathematics, Economics and Social Sciences of the Universities of Central and West Africa. The aim is to establish new partnerships that will lead to the acknowledgement of new training programmes, to promote these programmes among students in L3, to the establishment of equivalencies and to the conduct of joint research works.

2. A workshop on societal and economic needs assessment in collaboration with public and private administration and civil society will be organized annually.

3. The participation of teacher-researchers and doctoral students in activities of regional and international research networks (AERC, PEP, GDN, IDRC, etc.) will be fostered.

C. ACE Action Plan pertaining to the Dimension of Equity and Attractiveness

The objective of this action plan is to increase the visibility and accessibility of ENSEA's training offer to a greater number of students, teacher-researchers in the sub-region.

The high selectivity of the candidates in different entry exams and the mathematical formalisation of the teachings tend to consider "statistics" as a matter for specialists and to limit the efforts of potential users in understanding elementary statistics. There is a need to stimulate interest in statistical studies and to prevent "good" students from primarily moving towards more accessible subjects.

Furthermore, the living and working conditions of ENSEA students as well as their academic perspectives should be sufficiently attractive, in comparison with other engineering training programmes and courses in the sub-region.

More specifically, it will involve:

- **Improving the living conditions of students;**
- **Following through the opening up to English-speaking spaces;**
- **Supporting teacher and student mobility;**
- **Encouraging women to attend statistical training courses at all levels;**
- **Strengthening English language learning.**

C1. Improving the living conditions of students

The living environment of students is an attractiveness and fulfilment factor for them.

1. The aim will be to facilitate access to Internet for students in their residences by installing an adequate network equipment.
2. A lump-sum support in the form of a donation of materials will then be given for the animation of the associative life.

C2. Following through the opening up to English-speaking spaces

ENSEA is already hosting students from South Africa and Liberia. The aim is to broaden this opening to other English-speaking countries.

2. A mission of the ACE will visit Gambia and Sierra Leone to identify statistical training needs and propose ways of providing access to the Master's programmes for students from these countries.
3. For the purpose of accelerating the integration of English-speaking students, a certified intensive program will be implemented. A consultant will be recruited for the circumstance. A workshop to approve the consultant's work will be organized.

C3. Supporting teachers and students mobility

1. In the curriculum, student mobility with companies is traditionally ensured through work placements. Their validation is mandatory to graduate.
2. The best M2 level students willing to work within the ACE will be able to benefit from a professional care.
3. The mobility of teachers for teaching missions within the ASS or internships in partner companies may be financed.
4. Non-Ivorian and non-scholarship laureates will be able to benefit from assistance to further their studies in the Master's level programmes of ENSEA.

C4. Encouraging women to attend statistical training courses at all levels

1. Awareness-raising missions conducted by the ACE teachers towards female students in higher education institutions will be organized.
2. Gadgets and other materials will be distributed during the meetings.
3. Preparatory courses will be offered to female students at institutions of higher education in order to increase their success rates.
4. The winners will be offered material advantages (scholarships or computer equipment) to enhance the attractiveness of the ACE.

C5. Strengthening English language learning

Fluency in English is an undeniable professional asset and is also part of the initiation to research.

1. The first step will be to implement a certified English language learning programme in which learners should be able to score well on the official examinations. A consultant will be hired to implement this programme. His proposals will be approved during a workshop.
2. Renovation of the language laboratory will be essential to the success of this program. A lump sum support will then be given for the animation of the associative life.
3. The ACE will also apply for a license to be a Test of English for International Communication (TOEIC) examination centre.

D. ACE Action Plan for Management and Governance

D1. Project Governance

It will mainly involve financing meetings of the Steering Committee and the Technical Committee, including external participants.

The participation of the main stakeholders of the ACE in the ACE regular meetings is ensured.

Moreover, the acquisition of accounting software package will make it possible to ensure a better accounting follow-up.

D2. Financial management of the project

Recruitment of a contracting specialist and financial manager will help the ACE to better control project management procedures.

Moreover, the acquisition of an accounting software package will make it possible to ensure a better accounting follow-up. Every two years, the accountants will benefit from a training session to better understand the use of the software.

The functioning of the internal audit committees is also ensured.

An external audit of the project is planned every year by a firm recruited after a call for tenders. Recruitment is expected in the third quarter of the first year. The firm's work will take place in the last quarter of each year.

D3. ENSEA governance reform

The change of status must allow for flexibility in human resources management and financial management, while at the same time requiring rigour in the execution of these tasks. Indeed, the current status of National Public Institution with an administrative character entails the respect of the general status of the civil service and other constraints such as national pay rates for vacations. It limits the possibility of falling back on a private bank to carry out a research project or set up a students' loan system. It is therefore a handicap for the sustainability of the Centre beyond the World Bank's financing period. Therefore, a change of this status is necessary.

The desired status would be a non-profit association, administered by a Public-Private Board of Directors. Experiences of this kind are being initiated and ENSEA could benefit from the Government's opportunity concerning the contractualisation with higher education and research institutions. The relationship with the State would thus be materialized by a plan contract, stating the obligations of each party.

Furthermore, the change of status, given the limited resources of the State, can make it possible to reassure non-State partners of the political will to change its scale and make it a

viable institution in the long term. It must be associated with the implementation of the new economic and financial model.

To achieve this objective before the end of the financing period initially planned for 2019, contacts were struck in February 2016 with the responsible Minister to set up a Reform Committee to assess the feasibility and oversee the implementation of the necessary reforms. The members of the Reform Committee will be appointed by the responsible Minister in charge on the proposal of the Director of ENSEA.

A consultant will be recruited by call for tenders to make proposals for a new ENSEA status. The Consultant's proposals will be reviewed by the Reform Committee and shared at a workshop.

D4. Implementing a communication policy towards partners

A communications officer will be recruited by call of tenders for the implementation of a communication policy aimed at promoting training opportunities and research capacities.

The communications officer will take part in the organisation of an annual round table with graduates and an annual promotion day with companies.

D5. Provide technical assistance to the AIS and NIS

The expertise acquired by ENSEA teachers will also be offered to the African Institute of Statistics (AIS) as well as to National Institutes of Statistics (NIS) to assist them in training and technical assistance on methodological issues. Prospecting missions will be carried out to this end.

E. Environmental safeguards

There are no environmental risks associated with the project.